

Corporate Asset and Facilities Management Service

Overview for Use of Resources Scrutiny Panel

July, 2014

Purpose of presentation

- To share the drivers / vision for the CAFM Service
- To share the organisation of the arrangements
- To update you on progress to date and planned next steps, including the Transformation Programme
- To share with you the Service's key priorities and objectives
- To answer any questions you may have

Drivers for change (1)

- 335 buildings on 226 sites – too many for the size of the organisation
- Disparate and unco-ordinated management arrangements
- Diversion from service delivery
- Piecemeal approach, leading to inequity, duplication and lack of overview

Drivers for change (2)

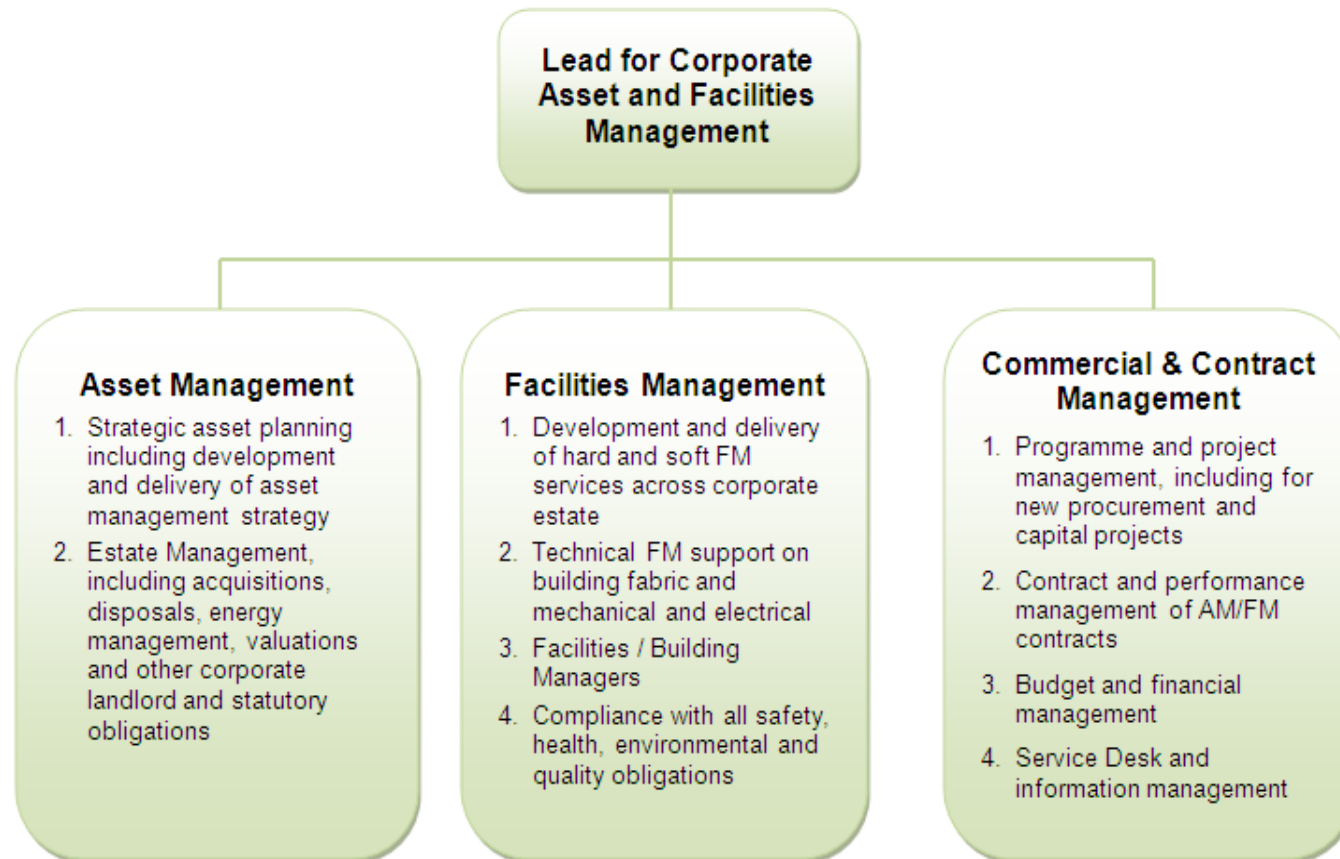
- Circa 500 FM contractors / providers, in need of rationalisation
- Non-compliance in some areas
- Council's overall budget position and need to make significant savings (rising to 45% of budget):

2013/14	2014/15	2015/16
£3.348m	£4.348m	£5.048m

Vision for the Service

- To ensure that our land and property assets are fit for purpose, deliver value for money, and **support and enhance service delivery**, by:
 - ensuring a coherent organisational approach to the management of the Council's land and property assets;
 - optimising the estate to meet current and future service requirements; and
 - taking a more holistic approach to managing the estate, through appropriate delivery arrangements

Organisational structure



Progress to date (1)

Inevitable mix of early successes and foundations for future...

- Organisation structure fully operational and systems being developed, 'how we do business'
- Transformation Programme documented and robust approach to programme management established

Progress to date (2)

- Managing reduction of estate: 15 disposals since April 2013.
- A further 44 assets identified for disposal
- Robust approach to managing asbestos developed with Corporate Health and Safety

Progress to date (3)

- Systematic approach to 'Asset Reviews' agreed and commenced
- Town Centre Office Strategy is the pilot Asset Review and is progressing well
- Supporting roll out of 'Smarter Working'...



Progress to date (4)

- Community Asset Transfer of The Ridings, one of the largest nationally, revitalising the building into a community hub and generating financial savings (circa £200k pa)
- Greater rigour in approach to managing repairs in place - £800k budget reduction
- Strategy for Planned Preventative Maintenance developed, shifting the balance from reactive repairs



Progress to date (5)

- Good progress with FM Sourcing Strategy, 'twin track':
 - chasing savings; and
 - rationalising suppliers and informing longer term delivery model, in parallel
- 94% of last year's huge savings target (£3.348m) delivered

Priorities and objectives 2014/15 – 2016/17

1. To ensure that resources are maximised and that the Service achieves value for money:

1. The Service is clear about its priorities
2. The Service operates within its approved budget
3. The Service delivers its objectives based on accurate business intelligence through delivering a fit for purpose database

Priorities and objectives 2014/15 – 2016/17

- 2 To develop coherent and consistent arrangements for managing the Council's estate, which are compliant with statutory requirements:**
 1. The estate meets the requirements of the Council
 2. Assets are managed effectively, efficiently and consistently and they comply with statutory requirements
 3. All service policies, procedures and protocols are up-to-date and relevant

Priorities and objectives 2014/15 – 2016/17

3 To ensure the delivery of effective customer service:

1. Effective internal and external communications with stakeholders
2. A systematic approach to customer feedback and learning

Priorities and objectives 2014/15 – 2016/17

4 To ensure that the service is an improving and learning organisation:

1. Robust service delivery, systems and processes are in place
2. A culture exists in which staff continue to grow and learn
3. Staff are able to influence the Service direction

Priorities and objectives 2014/15 – 2016/17

5 To reduce our impact on the environment and improve our contribution to sustainable development:

1. Compliance with relevant environmental legislation and obligations under the Council's carbon reduction target
2. Minimising the environmental impact of corporate buildings and their facilities management

Overview of Transformation Programme

Vision	To ensure that our land and property assets are fit for purpose, deliver value for money, and support and enhance service delivery, by: <ul style="list-style-type: none"> ensuring a coherent organisational approach to the management of the Council's land and property assets; optimising the estate to meet current and future service requirements; and taking a more holistic approach to managing the estate, through appropriate delivery arrangements. 						
Work-streams	Building a Winning Team	Asset Reviews	Estate Management	Sourcing FM Services	Catering and Cleaning	Maintenance Strategy	Review of support staff
Leads	Alan Lee	Richard Middleton	Bess Martin	Andrew Sharpe	Elaine Wynne	Dave Higgott	Graham Dixon
Aims	<ul style="list-style-type: none"> - To establish a fit-for-purpose service that has a clear purpose and is totally aligned to deliver the service objectives. -To maximise the service's efficiency and ensure that it delivers its objectives effectively and within its budget provision. -To ensure the health, safety and wellbeing of staff within the service. 	<ul style="list-style-type: none"> - To ensure that the Council's estate supports and enhances service delivery. - To ensure that the Council's estate is optimised, in terms of size, performance (including compliance) and tenure. - To ensure that the estate delivers value for money, taking into account total lifecycle costs. 	<ul style="list-style-type: none"> - To increase the effectiveness and efficiency of the Estate Management Service. - To ensure that the service is underpinned by clear, relevant and transparent policies, procedures and protocols. - To deliver property disposals in a timely and effective manner, including the disposal of the Northgate House / Central Library site. - To undertake professional valuations of the Council's land and property assets - To maximise non-domestic rates savings. 	<ul style="list-style-type: none"> - To consider and evaluate the potential options for the Council's future delivery of FM services to determine the most appropriate way forward. - To map out the sourcing programme for the desired solution. 	<ul style="list-style-type: none"> - To ensure that services are provided most appropriately so that they meet users' needs and provide value for money. - To ensure that services are resourced sufficiently and managed effectively. - To ensure that the Council focuses on its core business. - To ensure that the services to the Heath Trust are reviewed in line with the new governance arrangements. 	<ul style="list-style-type: none"> - To develop and implement a maintenance management strategy based on best practice with the overall aim of moving from a 'reactive' to a 'planned' state. - To spend money wisely on the retained estate, to reduce costs and extend the life of the Council's assets. 	<ul style="list-style-type: none"> - To ensure the health, safety and wellbeing of staff within the service and the premises managed. - To maximise the service's efficiency and ensure that it delivers its objectives effectively and within its budget provision. - To establish a fit for purpose service in response to the changing estate and new working arrangements.

Discussion and questions